

# UTICAJ MENADŽMENTA PREDUZEĆA NA EFIKASNOST POSLOVNIH PROCESA

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## **Apstrakt**

*Poslovni proces možemo definisati kao niz zadataka ili niz aktivnosti realizovanih od strane grupe stejkholdera s ciljem postizanja organizacionog cilja. Poslovni proces se realizuje delovanjem ljudi ili sistema na organizovan unapred definisan način. Efikasno realizovanje poslovnih ciljeva direktno utiče na uspeh i rast poslovne organizacije. Ljudski faktor je nezaobilazni element poslovnog sistema. Naravno od automatizacije zavisi stepen učešća, ali je ljudski mozak i dalje konstanta u jednačini koju je još uvek nemoguće zameniti. Organizacijom poslovnog procesa upravljaju ljudi koji su svojom profesionalnošću i obrazovanjem zaslužili svoje mesto u hijerarhiji poslovnog procesa. Svrstavamo ih u tom, srednji i niži menadžment. U radu ćemo se baviti načinom organizacije menadžmenta.*

**Ključne reči:** *preduzeće, menadžment, poslovni procesi.*

**JEL:** D24, D29.

## **Uvod**

Naše ekonomske aktivnosti treba da imaju za cilj da maksimiziraju opšte blagostanje društva, a ne da služe isključivo interesima nekoliko pojedinaca ili korporacija (Ivanova & Ristić, 2020). Da bi se postigao ovaj cilj, poslovni procesi treba da budu dizajnirani ne samo da generišu profit, već i da minimiziraju štetu po životnu sredinu, promovišu socijalnu pravdu i poboljšaju kvalitet života za sve

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ljude na koje aktivnosti organizacije utiču. Ovo zahteva holistički pristup poslovnom upravljanju, gde se etičkim razmatranjima pridaje jednaka težina kao i finansijskim razmatranjima (Alkaher & Avissar, 2018). Ugrađivanjem principa održivosti, transparentnosti i odgovornosti u naše poslovne prakse, možemo stvoriti pravednije i pravednije društvo koje koristi svima, a ne samo nekolicini privilegovanih.

Menadžment igra važnu ulogu u obezbeđivanju produktivnosti, efikasnosti i uspeha u bilo kojoj organizaciji. Efikasno upravljanje podrazumeva postavljanje jasnih ciljeva i zadataka, delegiranje odgovornosti i zadataka, obezbeđivanje resursa, motivisanje zaposlenih i praćenje i procenu napretka. Istovremeno, verujemo da menadžment takođe treba da daje prioritet etičkim pitanjima i dobrobiti zaposlenih i drugih zainteresovanih strana (Krstić et al., 2021). Ovo uključuje osiguranje fer i pravičnog tretmana, promovisanje različitosti i inkluzije i stvaranje pozitivnog radnog okruženja koje daje prioritet fizičkom i mentalnom zdravlju svojih radnika. Ukratko, efikasno upravljanje je od suštinskog značaja za uspeh svake organizacije, ali to mora biti praćeno posvećenošću etičkom ponašanju i dobrobiti svih zainteresovanih strana (Miletić & Farahmandepey, 2021).

Znanje menadžerskog tima je važan faktor uticaja i metoda, kojima se menadžeri koriste u vođenju preduzeća. Nesumnjivo je, da je upravljanje preduzećem, odnosno donošenje poslovnih odluka, najznačajnija aktivnost za uspešno poslovanje preduzeća. Od najvećeg značaja su znanja top menadžmenta i ona su od presudne važnosti, kako za poslovni uspeh preduzeća i njegovo mesto na tržištu, tako i za kvalitet znanja članova menadžmenta, na nižim i srednjim nivoima.

Iz navedenog razloga, top menadžer je pojedinac kome je data konačna moć donošenja odluka unutar organizacije. Oni su odgovorni za nadgledanje svakodnevnih operacija kompanije i donošenje strateških odluka koje određuju opšti pravac organizacije (Ordaz et al., 2021). Uloga top menadžera je ključna za uspeh svakog posla. Oni moraju posedovati kombinaciju tehničke stručnosti, veština liderstva i sposobnosti strateškog razmišljanja kako bi efikasno upravljali organizacijom i osigurali da ona ostane konkurentna u poslovnom okruženju koje se stalno menja (Ploum et al., 2018). Istovremeno, važno je da vrhunski menadžeri budu svesni društvenih i etičkih implikacija svojih odluka. Vredi napomenuti da moderno poslovno preduzeće funkcioniše u širem društvenom i političkom kontekstu, a menadžeri moraju biti svesni uticaja koji njihovi postupci imaju na društvo u celini. Na kraju krajeva, uloga top menadžera je velika odgovornost i zahteva duboko razumevanje organizacione dinamike, poslovne strategije i društvene etike.

U shvatanju i definisanju menadžmenta postoji veoma veliki broj definicija i shvatanja. Menadžment možemo posmatrati na tri načina, kao: organizaciju,

upravljanje i rukovođenje. menadžment je ključni aspekt savremenih organizacija i institucija. Menadžment se može definisati kao proces usmeravanja i koordinacije resursa i aktivnosti ka postizanju specifičnih ciljeva unutar organizacije(Weybrecht, 2022). To uključuje planiranje, organizovanje, vođenje i kontrolu resursa kako bi se postigla optimalna produktivnost i efikasnost. Efikasno upravljanje je od suštinskog značaja za uspeh svake organizacije i zahteva upotrebu različitih menadžerskih tehnika i praksi. Ovo uključuje alokaciju resursa, postavljanje ciljeva i zadataka, praćenje i procenu učinka i donošenje strateških odluka za povećanje produktivnosti i efikasnosti. U smislu birokratije, menadžment je odgovoran za organizovanje i pojednostavljenje administrativnih zadataka i procesa kako bi se osiguralo nesmetano funkcionisanje organizacije(Mihajlović et al., 2022). Međutim, preveliko oslanjanje na birokratiju jer ona može ugušiti inovacije i kreativnost. Sve u svemu, uloga menadžmenta u savremenim organizacijama ne može se prenatragiti i zahteva niz veština i kompetencija, uključujući liderstvo, komunikaciju, rešavanje problema i strateško planiranje(Fenizia, 2022). Moderni menadžment nalgašava važnost tzv. mekih varijabli, kao što su ljudi u organizaciji, njihova znanja i sposobnosti, kao i stilovi vođenja, za razliku od ranijih faza u razvoju menadžmenta, koje su se fokusirale na tzv. tvrde varijable, kao što su strategija, struktura, veličina, tehnologija, planiranje, kontrola itd.

Menadžment je sam po sebi, kako ističu (Jestrović & Jovanović, 2022), značajna inovacija. Svaka nova faza u razvoju menadžmenta, pratila je i sam razvoj preduzeća, koje je trebalo sve više sistema i struktura, zbog čega se je menjala i sama organizacija preduzeća.

Menadžment je od suštinskog značaja za svaku uspešnu organizaciju. Jake veštine upravljanja su od suštinskog značaja za postizanje ciljeva i zadataka bilo kog poslovnog ili državnog subjekta. Jaki lideri moraju biti sposobni da donose teške odluke koje su ponekad nepopularne, ali će na kraju imati koristi za organizaciju u celini(Mihajlović et al., 2022). Efikasno upravljanje treba da teži visokim performansama, motiviše zaposlene da dostignu svoj maksimalni potencijal i održava dobro vođeno poslovanje. To je kombinacija strateškog planiranja, organizacionih veština, efikasne komunikacije i sposobnosti da se motivišu drugi koji će obezbediti da organizacija radi nesmetano i da postigne željene rezultate. Dobar menadžment je od vitalnog značaja za procvat preduzeća, a može se naučiti i razviti kroz iskustvo, obuku i obrazovanje(Daniel et al., 2022; Weybrecht, 2021). Ukratko, efektivno upravljanje je kamen temeljac svake uspešne organizacije. Odgovornost lidera je da stvori kulturu upravljanja koja podstiče izvrsnost, timski duh i inovativno razmišljanje. Samo ulaganjem vremena i truda u efektivno upravljanje poslovni ili državni subjekt može postići dugoročan uspeh i prosperitet.

Menadžment i menadžeri su u sadašnjosti predmet velikog interesovanja naučne i istraživačke elite. Oni imaju za cilj da odgovore na brojna pitanja vezana za posao menadžera kao i na različite karakteristike samih menadžera kao što su: kompetencije; starost, pol i način profesionalnog razvoja; kako upravljaju svojim vremenom; kako odlučuju; kako određuju prioritet u kratkoročnim zadacima itd.

Poseban interes u novije vreme izazivaju promene i način upravljanja promenama u savremenim uslovima poslovanja (Yanez et al., 2019). Razlog tome je činjenica da je menadžment i menadžeri nesumnjivo ključni faktor poslovnog razvoja i najvažniji element svakog poslovnog procesa.

Neki istraživači, kao glavni ograničavajući faktor razvoja korporacija, navode upravo nedostatak talentovanih menadžera, što može biti glavni uzrok ne samo ograničenja koncentracije i efektivnosti korporacijske moći, nego i razlog postupnog odumiranja velikih korporacija. Sve to čini važnim i različite informacije o aktuelnim menadžerima, jer se na temelju njih može zaključivati o budućim menadžerima i njihovom razvoju, kao i razvoju kompanija koje vode.

### **Metodologija istraživanja**

Predmetno istraživanje je sprovedeno u privatnim i javnim preduzećima, u periodu od februara do kraja aprila 2023. godine na području Grada Beograda.

Podaci su prikupljeni anonimnim upitnikom na uzorku od 100 menadžera različitih hijerarhijskih nivoa i sektora. Menadžeri su anketirani sa aspekta pola, starosne strukture, obrazovanja, radnog staža na u menadžmentu, radnog staža na trenutnom radnom mestu i nivo menadžmenta kome pripadaju. U analizi podataka karakteristika menadžera korišćena je deskriptivna statistika i faktorska analiza.

### **Profil analiziranih menadžera**

Pod hijerarhijom upravljanja, svaka pozicija u organizaciji ima definisan skup zadataka i odgovornosti, sa jasnim linijama nadzora i komunikacije između viših i nižih nivoa. Ova formalna struktura promoviše efikasnost i odgovornost, kao i efikasno upravljanje resursima. Međutim, ovaj hijerarhijski sistem nije bez svojih izazova, jer kruti strukturni okviri mogu ugušiti inovacije i kreativnost (Dzenopoljac et al., 2022). Pored toga, prekomerna birokratija može dovesti do birokratije i dovesti do negativnih ishoda ako se propuste važne prilike zbog neefikasne prakse upravljanja. U zaključku, dobro strukturisana hijerarhija ostaje relevantna za efikasno upravljanje, ali takođe mora da nastavi da se prilagođava promenljivim uslovima i da bude uravnotežena sa inovativnim i participativnim pristupima upravljanja. Uobičajena je podela na top menadžere, menadžere srednjeg i menadžere niskog nivoa.

U tabeli br. 1. su podaci su prikazani rezultati ankete o pripadnosti nivou menadžmenta

| Nivo menadžmenta   | Ukupno | %   |
|--------------------|--------|-----|
| Top menadžment     | 5      | 5   |
| Srednji menadžment | 25     | 25  |
| Niži menadžment    | 70     | 70  |
| Ukupno             | 100    | 100 |

Odnos između podređenih i rukovodstva je kritičan u obezbeđivanju nesmetanog funkcionisanja organizacije. Podređeni su okosnica svake organizacije i odgovorni su za izvršavanje svakodnevnih operacija. Međutim, njihov učinak je pod jakim uticajem stila upravljanja i strukture koja je usvojena. Efikasno rukovodstvo treba da teži stvaranju okruženja u kojem se podređeni osećaju cenjeno, poštovano i saslušano (Parkes et al., 2017). Ovo se može postići kroz otvorene kanale komunikacije, mogućnosti za povratne informacije i uključivanje u procese donošenja odluka. Štaviše, neophodno je da menadžeri daju jasna očekivanja i ciljeve za svoje podređene. Ova jasnoća pomaže podređenima da shvate svoje uloge i odgovornosti u organizaciji, što dovodi do višeg nivoa zadovoljstva poslom i produktivnosti. Svaki nivo menadžera određuje raspon rukovođenja ili raspon kontrole, tj. broj neposredno odgovornih osoba jednom menadžeru.

U tabili br.2 je dat prikaz o prosečnom broju podređenih koje svaki menadžer ima u zavisnosti od nivoa menadžmenta

| Nivo menadžmenta   | Prosečan broj podređenih | %   |
|--------------------|--------------------------|-----|
| Top menadžment     | 3                        | 3   |
| Srednji menadžment | 7                        | 7   |
| Niži menadžment    | 20                       | 20  |
| Ukupno             | 100                      | 100 |

Iako nije mogući napraviti tačnu komparaciju između školske sprema i visine obrazovanja menadžera, jer se menadžeri obrazuju i izvan uobičajenog sistema školovanja, podrazumeva se da ipak određena školska sprema postoji kao polazna osnova za menadžersku funkciju. Za menadžere je od vitalnog značaja da imaju dobro obrazovanje kako bi efikasno vodili svoje organizacije i donosili odluke na osnovu informacija (Avakumović et al., 2021). Posebno, menadžeri treba da imaju sveobuhvatno razumevanje ekonomskih principa, uključujući makro i mikroekonomiju. Ovo znanje im može pomoći da se snalaze u složenim ekonomskim okruženjima i identifikuju mogućnosti za rast. Pored toga, snažna

komunikacija, liderstvo i veštine rešavanja problema su od suštinskog značaja za menadžere u bilo kojoj industriji. Ove veštine se mogu razviti kroz stalne programe obrazovanja i obuke. Sve u svemu, ulaganje u obrazovanje menadžera je mudra odluka za svaku organizaciju koja želi da ostane konkurentna i uspe u današnjem dinamičnom poslovnom okruženju.

U tabeli 3. prikazani su podaci o najvećem završenom nivou obrazovanja analiziranih menadžera.

| Kvalifikaciona struktura |   | broj | %    |
|--------------------------|---|------|------|
|                          | Srednja stručna sprema                                  | 5    | 5%   |
|                          | Viša stručna sprema                                     | 20   | 20%  |
|                          | Visoka stručna sprema                                   | 70   | 70%  |
|                          | Poslediplomske studije (master, magistar, doktor nauka) | 5    | 5%   |
|                          | Ukupno  | 100  | 100% |

Kada se radi o menadžerima naših preduzeća, problem nije formalno obrazovanje koje je visoko, nego posedovanje stvarnih poslovnih i menadžerskih znanja, potrebnih za savremeno poslovanje, koja često zaostaju za formalnim obrazovanjem, a zbog godina koje su naši menadžeri proveli u vremenu centralnoplanske privrede, gde specifičnosti menadžmenta kao profesije nisu bili potrebni.

Sledeće pitanje za menadžersku profesiju je, koji profil obrazovanja ili koje zanimanje je potrebno za ulazak u menadžersku karijeru kao i za razvoj menadžerske karijere i koje, i da li uođte neke obrazovane institucije daju potrebna znanja i veštine za menadžerski posao i njegovo uspešno obavljanje? Jednostavan odgovor na ova pitanja nije lako dati, jer menadžment u sebi sadrži elemente nauke, umetnosti i veštine. Da li je moguće na jednom mestu naći sva tri elementa? Naravno da nije, naročito kada je reč o umetnosti i veštini, koje se stiču genetskim predispozicijama i iskustvom, dok se sasvim drugačije, kada je reč o menadžmentu kao nauci. Programi poslovne ekonomije na ekonomskim fakultetima, kao i studije poslovnog upravljanja (MBA), daju potrebna naučna znanja za uspešno obavljanje menadžerske funkcije. Zbog ovoga je realno za očekivati da će veliki deo top menadžera imati ekonomsko obrazovanje, a veoma mali deo tehničko, dok je situacija sa nižim nivoom menadžmenta obrnuta, jer su tehnički obrazovani menadžeri potrebni u konkretnim proizvodnim ili uslužnim pogonima.

U tabeli 4. su prikazani rezultati našeg istraživanja.

| Obrazovni profil menadžera | Broj       | Procenat    |
|----------------------------|------------|-------------|
| Ekonomski                  | 65         | 65%         |
| Pravni                     | 10         | 10%         |
| Tehnički                   | 20         | 20%         |
| Ostalo                     | 5          | 5%          |
| <b>Ukupno</b>              | <b>100</b> | <b>100%</b> |

Godine radnog staža u menadžmentu po našem mišljenju nisu nužno pokazatelj uspeha ili stručnosti u donošenju ekonomskih odluka. Umesto toga, važno je fokusirati se na svoju sposobnost da analizira tržišne trendove i preuzme proračunate rizike kako bi se stimulisao ekonomski rast. Od menadžera je razumevanje makroekonomskih principa i trendova daleko važnije od dugog staža na rukovodećim pozicijama.

Napredovanje iz preduzeća i proizvodnja vlastitih menadžera je veoma bitna karakteristika savremenih kompanija.

U tabeli 5 je prikazana struktura menadžmenta prema radnom stažu u rukovođenju

| Radni staž u rukovođenju | Broj       | %           |
|--------------------------|------------|-------------|
| Manje od 5 godina        | 7          | 7%          |
| Od 5 – 10 godina         | 13         | 13%         |
| Od 10-20 godina          | 57         | 57%         |
| Preko 20 godina          | 23         | 23%         |
| <b>Ukupno</b>            | <b>100</b> | <b>100%</b> |

Starosna struktura u menadžmentu je važan faktor koji treba uzeti u obzir u obezbeđivanju uspešne i uravnotežene radne snage. Ključno je imati mešavinu iskusnih zaposlenih, koji donose vredna znanja i veštine, kao i mlađih zaposlenih koji donose sveže perspektive i nove načine razmišljanja. Međutim, važno je ne diskriminisati na osnovu godina i osigurati da svako ima priliku da doprinese i raste u okviru svojih uloga (Andrejić et al., 2021). Moramo da prihvatimo različitost u godinama, baš kao što to činimo sa polom, etničkom pripadnošću i drugim faktorima. Na kraju krajeva, najvažniji faktor u menadžmentu je osigurati da pravi ljudi budu na pravim pozicijama, bez obzira na njihovu starost. Sve dok su pojedinci u stanju da unesu vrednost u svoje uloge i doprinesu uspehu organizacije, starost postaje samo još jedan faktor koji treba uzeti u obzir,

U tabeli 6 je prikazana starosna struktura našeg istraživanja.

| Starosna struktura | Broj | procenat |
|--------------------|------|----------|
| Ispod 30 godina    | 15   | 15%      |
| Od 30 – 40 godina  | 32   | 32%      |
| Od 40 – 50 godina  | 48   | 48%      |
| Preko 50 godina    | 5    | 5%       |
| Ukupno             | 100  | 100%     |

Polna struktura u menadžmentu je složeno pitanje koje zahteva višestrani pristup za rešavanje. S jedne strane, sve je veće prepoznavanje značaja rodne raznolikosti u menadžmentu (Buha et al., 2022), pri čemu studije pokazuju da kompanije sa različitim liderskim timovima imaju tendenciju da bolje finansijski rade i imaju veće zadovoljstvo zaposlenih. S druge strane, još uvek postoje mnoge prepreke ženskim karijerama u menadžmentu, uključujući nesvesnu pristrasnost, nedostatak mentorstva i sponzorstva, i uporno očekivanje da će žene dati prioritet svojim porodičnim obavezama u odnosu na karijeru (Arruda Filho et al., 2019).

U tabeli 7 je prikazana polna struktura našeg uzorka.

| Pol menadžera | Broj | %    |
|---------------|------|------|
| Muški         | 79   | 79%  |
| Zenski        | 21   | 21%  |
| Ukupno        | 100  | 100% |

Da bismo se pozabavili ovim pitanjima, tvrdio bih da treba da preduzmemo holistički pristup koji uključuje ne samo promenu individualnih stavova i ponašanja, već i transformaciju šire kulture i struktura koje održavaju nejednakost polova. Ovo bi moglo uključivati inicijative kao što je implementacija rodni kvota za rukovodeće pozicije, nudeći fleksibilniji radni aranžmani i promovisanje mentorskih i sponzorskih programa za žene. Na kraju krajeva, verujemo da stvaranje rodno raznovrsnije i pravednije upravljačke strukture nije samo ispravna stvar, već je i od suštinskog značaja za podsticanje inovacija, kreativnosti i ekonomskog rasta na duge staze.

### Zaključak

Bez efikasnog upravljanja, poslovni proces može postati haotičan, što dovodi do kašnjenja, grešaka i smanjene produktivnosti. Suprotno tome, dobar menadžment može stvoriti harmonično okruženje u kojem timovi rade zajedno na zajedničkim ciljevima, što na kraju poboljšava efikasnost poslovnog procesa. Na osnovu izvedenih podataka, može se zaključiti da menadžment u savremenim preduzećima ima ključan značaj za poslovni uspeh, a uspešan menadžment je svaki koji ima široka opšta, kao i dovoljno obuhvatna znanja. Takođe, menadžment ima različite nivoe, od top menadžmenta, preko srednjeg i nižeg



nivoa. Broj podređenih menadžeru zavisi od prirode posla, karakteristika podređenih i sposobnosti menadžera. Obrazovanje menadžera takođe ima važnu ulogu, a veliki deo menadžera poseduje ekonomsko obrazovanje. Radni staž se pokazao kao bitan faktor za ulazak u menadžersku karijeru, kao i za razvoj menadžerskih potencijala. Starosna struktura menadžera varira, ali većinski čine osobe srednjih godina. Na kraju, polna struktura menadžera takođe je bitna, s obzirom na diskriminaciju u radu, različiti stil ženskog menadžmenta i važnost upravljanja različitostima u savremenim organizacijama. Sve ovo ukazuje na potrebu kontinuiranog praćenja i istraživanja menadžmenta, kako bi se postigla uspešna organizacija i poslovanje.

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# THE INFLUENCE OF ACQUISITION MANAGEMENT ON THE EFFICIENCY OF BUSINESS PROCESSES

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## *Abstract*

*A business process can be defined as a series of tasks or a series of activities carried out by a group of stakeholders with the aim of achieving an organizational goal. The business process is realized by the action of people or systems in an organized, predefined way. Effective realization of business goals directly affects the success and growth of a business organization. The human factor is an indispensable element of the business system. Of course, the degree of participation depends on the automation, but the human brain is still a constant in the equation that is still impossible to replace. The business process organization is managed by people who have earned their place in the business process hierarchy with their professionalism and education. We classify them in that, middle and lower management. In the paper, we will deal with the way of management organization.*

**Ključne reči:** *company, management, business processes.*

**JEL:** D24, D29.

## **Introduction**

Our economic activities should aim to maximize the general well-being of society, not serve the interests of a few individuals or corporations exclusively. (Ivanova & Ristić, 2020) To achieve this goal, business processes should be designed not only to generate profit, but also to minimize environmental damage, promote social justice, and improve the quality of life for all people affected by the organization's activities. This requires a holistic approach to business management, where ethical considerations are given equal weight to financial considerations (Alkaher & Avissar, 2018). By incorporating the principles of sustainability, transparency and accountability into our business practices, we can

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create a fairer and more just society that benefits everyone, not just a privileged few.

Management plays an important role in ensuring productivity, efficiency and success in any organization. Effective management involves setting clear goals and objectives, delegating responsibilities and tasks, providing resources, motivating employees, and monitoring and evaluating progress. At the same time, I believe that management should also prioritize ethical issues and the well-being of employees and other stakeholders. (Krstić et al., 2021) This includes ensuring fair and equitable treatment, promoting diversity and inclusion, and creating a positive work environment that prioritizes the physical and mental health of its workers. In short, effective governance is essential to the success of any organization, but it must be accompanied by a commitment to ethical behavior and the well-being of all stakeholders. (Miletić & Farahmandepey, 2021)

The knowledge of the management team is an important factor in the influence and methods that managers use in running the company. There is no doubt that company management, i.e. making business decisions, is the most important activity for the successful operation of a company. Top knowledge is of the greatest importance management and they are of crucial importance, both for the business success of the company and its place on the market, as well as for the quality of knowledge of the members of the management, at lower and middle levels.

For the above reason, the top manager is the individual who is given the ultimate decision-making power within the organization. They are responsible for overseeing the day-to-day operations of the company and making strategic decisions that determine the overall direction of the organization. (Ordaz et al., 2021) The logo of a top manager is key to the success of any business. They must possess a combination of technical expertise, leadership skills and strategic thinking abilities to effectively manage an organization and ensure it remains competitive in an ever-changing business environment. (Ploum et al., 2018) At the same time, it is important that top managers are aware of the social and ethical implications of their decisions. It is worth noting that a modern business enterprise operates in a wider social and political context, and managers must be aware of the impact their actions have on society as a whole. After all, the role of a top manager is one of great responsibility and requires a deep understanding of organizational dynamics, business strategy and social ethics.

In understanding and defining management, there is a very large number of definitions and understandings. Management can be viewed in three ways, such as: organization, management and leadership. management is a key aspect of modern organizations and institutions. Management can be defined as the process of directing and coordinating resources and activities towards the achievement of specific goals within the organization. It involves planning, organizing, directing

and controlling resources to achieve optimum productivity and efficiency. Effective management is essential to the success of any organization and requires the use of various management techniques and practices. (Weybrecht, 2022) This includes allocating resources, setting goals and objectives, monitoring and evaluating performance, and making strategic decisions to increase productivity and efficiency. In terms of bureaucracy, management is responsible for organizing and streamlining administrative tasks and processes to ensure the smooth functioning of the organization. (Mihajlović et al., 2022) However, too much reliance on bureaucracy as it can stifle innovation and creativity. Overall, the role of management in modern organizations cannot be overemphasized and requires a range of skills and competencies, including leadership, communication, problem solving and strategic planning. (Fenizia, 2022) Modern management emphasizes the importance of the so-called soft variables, such as people in the organization, their knowledge and abilities, as well as leadership styles, unlike earlier stages in management development, which focused on the so-called hard variables, such as strategy, structure, size, technology, planning, control, etc.

Management in itself, (Jestrović & Jovanović, 2022) points out, is a significant innovation. Each new stage in the development of management was accompanied by the development of the company itself, which needed more and more systems and structures, which is why the organization of the company itself changed.

Management is essential to any successful organization. Strong management skills are essential to achieving the goals and objectives of any business or government entity. Strong leaders must be able to make tough decisions that are sometimes unpopular but will ultimately benefit the organization as a whole. (Mihajlović et al., 2022) Effective management should strive for high performance, motivate employees to reach their maximum potential and maintain a well-run business. It is the combination of strategic planning, organizational skills, effective communication and the ability to motivate others that will ensure that the organization runs smoothly and achieves the desired results. Good management is vital to the flourishing of a business and can be learned and developed through experience, training and education. (Daniel et al., 2022; Weybrecht, 2021) In short, effective management is the cornerstone of any successful organization. A leader's responsibility is to create a management culture that encourages excellence, team spirit and innovative thinking. Only by investing time and effort into effective management can a business or government entity achieve long-term success and prosperity.

Management and managers are currently the subject of great interest of the scientific and research elite. They aim to answer a number of questions related to the manager's job, as well as various characteristics of the managers themselves, such as: competencies; age, gender and method of professional development; how they manage their time; how they decide; how they prioritize short-term tasks, etc.

A special interest in recent times is caused by changes and the way of managing changes in modern business conditions. (Yanez et al., 2019) The reason for this is the fact that management and managers are undoubtedly a key factor in business development and the most important element of any business process.

Some researchers point to the lack of talented managers as the main limiting factor in the development of corporations, which can be the main cause not only of limiting the concentration and effectiveness of corporate power, but also the reason for the gradual demise of large corporations. All this makes different information about actual managers important, because based on them, conclusions can be drawn about future managers and their development, as well as the development of the companies they lead.

### **Research methodology**

The subject research was conducted in private and public companies, in the period from February to the end of April 2023 in the area of the City of Belgrade.

The data was collected by an anonymous questionnaire on a sample of 100 managers of different hierarchical levels and sectors. Managers were surveyed in terms of gender, age structure, education, length of service in management, length of service at the current workplace and the level of management they belong to. Descriptive statistics and factor analysis were used in the data analysis of manager characteristics.

### **Profile of analyzed managers**

Under a management hierarchy, each position in the organization has a defined set of tasks and responsibilities, with clear lines of supervision and communication between higher and lower levels. This formal structure promotes efficiency and accountability, as well as efficient management of resources. However, this hierarchical system is not without its challenges, as rigid structural frameworks can stifle innovation and creativity. (Dzenopoljac et al., 2022) In addition, excessive bureaucracy can lead to red tape and lead to negative outcomes if important opportunities are missed due to ineffective management practices. In conclusion, a well-structured hierarchy remains relevant for effective management, but it must also continue to adapt to changing conditions and be balanced with innovative and participative management approaches. A common division into top managers, middle managers and low-level managers is common.

In table no. 1. are the data, the results of the survey on belonging to the management level are presented

| Management level  | In total | %  |
|-------------------|----------|----|
| Top management    | 5        | 5  |
| Middle management | 25       | 25 |

|                  |     |     |
|------------------|-----|-----|
| Lower management | 70  | 70  |
| In total         | 100 | 100 |

The relationship between subordinates and management is critical in ensuring the smooth functioning of the organization. Subordinates are the backbone of any organization and are responsible for carrying out day-to-day operations. However, their performance is strongly influenced by the management style and structure adopted. Effective leadership should strive to create an environment where subordinates feel valued, respected and listened to. (Parkes et al., 2017) This can be achieved through open channels of communication, opportunities for feedback and involvement in decision-making processes. Furthermore, it is essential that managers provide clear expectations and goals for their subordinates. This clarity helps subordinates understand their roles and responsibilities in the organization, leading to higher levels of job satisfaction and productivity. Each level of manager determines the span of leadership or span of control, ie. the number of persons directly responsible to one manager.

Table no. 2 shows the average number of subordinates that each manager has, depending on the level of management

| Management level  | Average number of subordinates | %   |
|-------------------|--------------------------------|-----|
| Top management    | 3                              | 3   |
| Middle management | 7                              | 7   |
| Lower management  | 20                             | 20  |
| In total          | 100                            | 100 |

Although it is not possible to make an exact comparison between school education and the level of education of managers, because managers are educated outside the usual schooling system, it is understood that a certain school education exists as a starting point for the managerial function. It is vital for managers to have a good education in order to effectively run their organizations and make informed decisions. (Avakumović et al., 2021) In particular, managers should have a comprehensive understanding of economic principles, including macroeconomics and microeconomics. This knowledge can help them navigate complex economic environments and identify opportunities for growth. In addition, strong communication, leadership and problem-solving skills are essential for managers in any industry. These skills can be developed through ongoing education and training programs. Overall, investing in management education is a wise decision for any organization that wants to stay competitive and succeed in today's dynamic business environment.

Table 3 shows data on the highest completed level of education of the analyzed managers.

| Qualification structure |  | Number | %    |
|-------------------------|--|--------|------|
|                         | Secondary education  | 5      | 5%   |
|                         | Higher vocational education                                  | 20     | 20%  |
|                         | Higher vocational education                                  | 70     | 70%  |
|                         | Postgraduate studies (Master's, Master's, Doctor of Science) | 5      | 5%   |
|                         | In total   | 100    | 100% |

When it comes to the managers of our companies, the problem is not formal education, which is high, but the possession of real business and managerial knowledge, required for modern business, which often lags behind formal education, and because of the years our managers spent in the time of the centrally planned economy, where the specifics of management as a profession were not needed.

The next question for the managerial profession is, what profile of education or what profession is needed to enter a managerial career as well as for the development of a managerial career and which, and indeed, some educational institutions provide the necessary knowledge and skills for managerial work and its successful performance? A simple answer to these questions is not easy to give, because management contains elements of science, art and skill. Is it possible to find all three elements in one place? Of course not, especially when it comes to art and skill, which are acquired through genetic predispositions and experience, while it is quite different when it comes to management as a science. Business economics programs at economics faculties, as well as business management studies (MBA), provide the necessary scientific knowledge for successfully performing managerial functions. Because of this, it is realistic to expect that a large part of the top managers will have an economic education, and a very small part will have a technical education, while the situation with the lower management level is reversed, because technically educated managers are needed in specific production or service plants.



Table 4 shows the results of our research.

| Manager's educational profile | Number | Percentage |
|-------------------------------|--------|------------|
| Economically                  | 65     | 65%        |
| Legal                         | 10     | 10%        |
| Technically                   | 20     | 20%        |
| Other                         | 5      | 5%         |
| In total                      | 100    | 100%       |

Years of experience in management, in our opinion, are not necessarily indicators of success or expertise in making economic decisions. Instead, it is important to focus on your ability to analyze market trends and take calculated risks to stimulate economic growth. For managers, understanding macroeconomic principles and trends is far more important than long tenure in management positions.

Promotion from the company and production of own managers is a very important characteristic of modern companies.

Table 5 shows the management structure according to seniority in management

| Work experience in management | Number | %    |
|-------------------------------|--------|------|
| Less than 5 years             | 7      | 7%   |
| From 5 to 10 years            | 13     | 13%  |
| From 10-20 years              | 57     | 57%  |
| Over 20 years                 | 23     | 23%  |
| In total                      | 100    | 100% |

The age structure of management is an important factor to consider in ensuring a successful and balanced workforce. The key is to have a mix of experienced employees, who bring valuable knowledge and skills, as well as younger employees who bring fresh perspectives and new ways of thinking. However, it is important not to discriminate based on age and ensure that everyone has the opportunity to contribute and grow within their roles. (Andrejić et al., 2021) We need to embrace diversity in age, just as we do with gender, ethnicity and other factors. After all, the most important factor in management is to ensure that the right people are in the right positions, regardless of their age. As long as individuals are able to bring value to their roles and contribute to the success of the organization, age becomes just another factor to consider,

Table 6 shows the age structure of our research.

| Age structure           | Number | percentage |
|-------------------------|--------|------------|
| Under 30 years old      | 15     | 15%        |
| From 30 to 40 years old | 32     | 32%        |
| From 40 to 50 years old | 48     | 48%        |
| Over 50 years           | 5      | 5%         |
| In total                | 100    | 100%       |

The gender structure in management is a complex issue that requires a multifaceted approach to solve. (Buha et al., 2022) On the one hand, there is growing recognition of the importance of gender diversity in management, with studies showing that companies with diverse leadership teams tend to perform better financially and have higher employee satisfaction. On the other hand, there are still many barriers to women's careers in management, including unconscious bias, lack of mentorship and sponsorship, and the persistent expectation that women will prioritize their family responsibilities over their careers(Arruda Filho et al., 2019).

Table 7 shows the gender structure of our sample.

| The gender of the manager | Number | %    |
|---------------------------|--------|------|
| Male                      | 79     | 79%  |
| Ladies                    | 21     | 21%  |
| In total                  | 100    | 100% |

To address these issues, I would argue that we need to take a holistic approach that involves not only changing individual attitudes and behaviours, but also transforming the wider culture and structures that perpetuate gender inequality. This could include initiatives such as implementing gender quotas for management positions, offering more flexible working arrangements and promoting mentoring and sponsorship programs for women. Ultimately, I believe that creating a more gender-diverse and equitable governance structure is not only the right thing to do, but essential to fostering innovation, creativity and economic growth in the long run.

## Conclusion

Without effective management, the business process can become chaotic, leading to delays, errors and reduced productivity. Conversely, good management can create a harmonious environment where teams work together toward common

goals, which ultimately improves business process efficiency. Based on the derived data, it can be concluded that management in modern companies is of key importance for business success, and successful management is anyone who has broad general, as well as sufficiently comprehensive knowledge. Also, management has different levels, from top management, through middle and lower levels. The number of subordinates to a manager depends on the nature of the work, the characteristics of the subordinates and the manager's ability. The education of managers also plays an important role, and a large part of managers has an economic education. Work experience proved to be an important factor for entry into a managerial career, as well as for the development of managerial potential. The age structure of managers varies, but the majority are middle-aged people. Finally, the gender structure of managers is also important, considering discrimination at work, different styles of female management and the importance of diversity management in modern organizations. All this indicates the need for continuous management monitoring and research, in order to achieve a successful organization and business.

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